



Reg. No. :

Name :

**Third Semester MBA Degree (C.B.C.S.S. – O.B.E.-Regular/Supplementary/
Improvement) Examination, October 2025**

(2023 and 2024 Admissions)

ELECTIVE : FINANCIAL MANAGEMENT

MBMBA03E10 : Financial Markets and Institutions

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. Define Payment Banks and mention their objectives.
2. What is CAMELS rating system ?
3. Differentiate between FDI and FI.
4. What is DEMAT system ?
5. Define Treasury Bills.
6. Mention any two differences between Corporate Bonds and Government Bonds. **(5×4=20)**

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Explain the role of RBI as a regulator in the Indian Financial System.
8. Discuss the features of Basel Norms in risk management.
9. Write a note on Mutual Funds and their types.

P.T.O.



10. Explain the concept of Universal Banking and its importance.
11. Differentiate between Primary Market and Secondary Market. **(3×8=24)**

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Discuss the structure of the Indian Financial System.
13. Explain in detail the functioning of Stock Exchanges in India with reference to NSE and BSE.
14. Describe the role of Money Market in India. What are its instruments ?
15. Discuss the structure of the Indian Financial System and explain the major reforms in the last decade.
16. Explain the role of RBI and SEBI in regulating the Indian Financial System. **(3×12=36)**
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(2023 and 2024 Admissions)
ELECTIVE : FINANCIAL MANAGEMENT
MBMBA03E09 : Security Analysis and Portfolio Management**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. Define the investment decision process.
2. Differentiate between investment and speculation.
3. Name any two marketable and two non-marketable securities.
4. What is diversification in portfolio theory ?
5. What are weak and strong forms of market efficiency ?
6. What is the duration in bond valuation ?

(5×4=20)

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Explain the constituents of the Indian securities market.
8. Describe the Markowitz Portfolio Theory.
9. Discuss the role of economic indicators in fundamental analysis.
10. Explain the basics of Futures and Options with an example.
11. A company's EPS is ₹ 25. The average industry P/E ratio is 12. Find the market price of the share. If the actual market price is ₹ 320, comment whether the stock is overvalued or undervalued.

(3×8=24)

P.T.O.



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Explain and compare Ex-post and Ex-ante measures of risk and return with examples.
13. Discuss the Capital Asset Pricing Model (CAPM).
14. Describe the steps in Portfolio Performance Evaluation with risk-adjusted measures.
15. An investor bought 100 shares of a company at ₹ 200 each one year ago. During the year, he received a dividend of ₹ 20 per share. At the end of the year, the share price rose to ₹ 250.

Required :

- Calculate the actual (ex-post) return on investment.
 - If the expected return was 18%, was the investor's performance better or worse ?
16. Discuss the steps in Industry Analysis and its importance in investment decision-making. (3×12=36)
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Third Semester MBA Degree (C.B.C.S.S. – O.B.E.-Regular/Supplementary/
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ELECTIVE : HUMAN RESOURCE MANAGEMENT

MBMBA03E18 : Training and Development : Systems and Practices

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. List out any four advantages of Training and Development for organisations.
2. State the objectives of training need analysis.
3. Present the stages of learning cycles.
4. Suggest various audio-visual aids required for an induction training program for Post Graduates.
5. Explain Kirkpatrick's model.
6. Identify any four ideal parameters that are used in judging the effectiveness of Training. (5×4=20)

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Critically evaluate classical conditioning theory.
8. Suggest steps to conduct Training Needs Analysis of technicians at a car manufacturing unit.
9. Analyse the training process model.



10. Discuss the relevance of managerial development programme at a public sector undertaking.
11. Write notes on :
 - a) Executive Development Programme
 - b) Person Analysis
 - c) Apprenticeship.

(3×8=24)

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Design elements of Training and Development system for an organised apparel retail chain.
13. Suggest the various tools and techniques used for training need analysis of entrepreneurs in small and medium enterprises in Kerala.
14. Discuss the various classroom training delivery methods suitable for a business school.
15. Explain the characteristics of learning organisations with examples.
16. Discuss the role of trainers and line managers in the evaluation of training programmes.

(3×12=36)



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Improvement) Examination, October 2025
(2023 and 2024 Admissions)**

ELECTIVE : HUMAN RESOURCE MANAGEMENT

MBMBA03E19 : Performance Management

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. List down the objectives of performance management.
2. Bring out the use of performance standards in evaluating employee.
3. Summarise the role of skills assessment in improving employee performance.
4. Specify the significance of regular feedback sessions in employee motivation and engagement.
5. State the key purposes of performance appraisals.
6. Connect how structured feedback mechanisms encourage creativity and problem-solving.

(5×4=20)

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Analyze why aligning employee performance objectives with organizational strategy is critical. Support your answer with a case from healthcare industry.
8. Suppose your company is facing leadership gaps. How would you use competency mapping to identify potential successors for critical roles ?

P.T.O.



9. Break down the role of appraisal forms in reducing evaluator bias. Which sections of an appraisal form ensure fairness ?
10. Evaluate the ethical and legal risks. HR managers may face while implementing performance appraisal systems. Suggest preventive measures.
11. Compare the effectiveness of continuous performance monitoring tools with annual reviews in driving productivity and engagement. **(3×8=24)**

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Apply the concept of Key Result Areas (KRAs) to design a performance evaluation framework for teaching staff and non-teaching staff at a college.
 13. Critically analyze the challenges faced by HR professionals in implementing performance management systems during organizational change.
 14. Develop a model for integrating performance management with employee rewards and recognition programs in a multinational company.
 15. Examine the challenges of using '360-degree feedback' in Indian organizations and propose strategies to overcome them.
 16. "Performance management audits contribute to building long-term organizational competitiveness". Substantiate the statement with arguments from the perspectives of employers and employees. **(3×12=36)**
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Third Semester MBA Degree (C.B.C.S.S. – O.B.E.-Regular/Supplementary/
Improvement) Examination, October 2025
(2023 and 2024 Admissions)
ELECTIVE : HEALTHCARE MANAGEMENT
MBMBA03E25 : Healthcare Management

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. State the relevance of demographic data in public healthcare management.
2. Bring out the role of Indian Dental Association.
3. What is the role of Electronic Medical records ?
4. Present the characteristics of healthcare as a service industry.
5. List down four major health insurance providers in India.
6. Enlist the four major international pharmaceutical companies that operate in India. (5×4=20)

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Present the key features of Ayushman Bharat-Pradhan Mantri Jan Arogya Yojana.
8. Give an overview of secondary healthcare system in India.

P.T.O.



9. Write notes on :
- a) MEDICEP.
 - b) Ministry of Health and Family welfare.
10. Evaluate the role played by Indian pharmaceutical companies during the Covid pandemic.
11. Discuss the relevance of managing life style diseases in India. (3×8=24)

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. "The Indian public Healthcare System has a complex structure". Comment.
13. As a marketing consultant, prepare a plan to promote anti-drug awareness campaign among youth in Kerala.
14. Discuss the application of Artificial Intelligence in Healthcare sector.
15. A tertiary, level private hospital in Kerala plans to purchase medical devices for setting up a robotic surgery unit in the Oncology department. Identify the key parameters to be used in the selection of the equipment.
16. Discuss the challenges faced by the Indian pharmaceutical firms in the global market. (3×12=36)
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**Third Semester MBA Degree (C.B.C.S.S. – O.B.E.-Regular/Supplementary/
Improvement) Examination, October 2025
(2023 and 2024 Admissions)
ELECTIVE : HEALTHCARE MANAGEMENT
MBMBA03E28 : Hospital Administration**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any 5** questions. **Each** question carries **4** marks.

(5×4=20)

1. List down the core functions of a hospital.
2. Justify the adoption of systems approach to hospital administration.
3. Outline the responsibilities of the Public Relations Officer (PRO) in a hospital, highlighting their relative importance.
4. Identify the reasons for High Employee turnover among medical professionals in India.
5. Clarify the importance of the consent form in health service delivery.
6. Explain the need for analytical skills in hospital Administration.

SECTION – B

Answer **any 3** questions. **Each** question carries **eight** marks.

(3×8=24)

7. Explain the core functions of a Hospital Information System (HIS).
8. "Research facilitates hospital administration". Justify.
9. Summarise the components of effective hospital ward management.

P.T.O.



10. Write notes on :
 - a) MTP Act 1971.
 - b) Healthcare statistics.
11. Validate the relevance of consumer protection in healthcare delivery.

SECTION – C

Answer **any 3** questions. **Each** question carries **12** marks.

(3×12=36)

12. "Hospital discharge involves medical, administrative and instructional steps to safely transition a patient home or to another care facility" Substantiate this statement.
 13. Explain the characteristics of medico-legal cases.
 14. Outline the main legal provisions of the Transplantation of Human Organs Act, 1994 and discuss its implications on the donor, recipient, and Healthcare provider.
 15. Propose a detailed plan to select junior-level doctors at a tertiary-level private hospital located in Kerala.
 16. On the backdrop of increasing integration of technology in healthcare, propose suitable administrative strategies to replace an existing manual health record system with a new electronic health record system at a secondary-level private hospital in Kerala. Address the potential risks and outline the measures for ensuring a smooth transition with minimal disruption to care.
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(2023 and 2024 Admissions)
ELECTIVE : MARKETING MANAGEMENT
MBMBA03E01 : Consumer Behaviour**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** carries **4** marks.

1. How psychology contributes to studying consumer behaviour ?
2. Present the relevance of product positioning for a restaurant.
3. Evaluate the impact of subliminal messages on consumer decision-making.
4. Present any four applications of consumer research.
5. Bring out the relevance of social buying behaviour with an example.
6. Differentiate between Central and Peripheral routes of persuasion. **(5×4=20)**

SECTION – B

Answer **any three** questions. **Each** carries **8** marks.

7. "The different stages of the family life cycle have a significant influence on purchasing behavior". Justify with the example of packaged snacks.
8. Illustrate how advertising can promote cognitive learning among smartphone consumers.
9. Write short notes on :
 - a) Ideal Point Method.
 - b) High involvement purchase.



10. Discuss Maslow's Hierarchy of Needs and illustrate how it can be applied to understand consumer motivation in the purchase of villas and apartments.
11. Explain how gender identity influences the process of consumer socialisation.

(3×8=24)

SECTION – C

Answer **any three** questions. **Each** carries **12** marks.

12. A toothpaste manufacturing firm plans to segment their customers. Propose and justify the different segmentation options available for them ?
13. Apply the Theory of Reasoned Action to explain consumer purchase of electric two wheelers in India.
14. Critically evaluate the gifting behaviour of Indian consumers in the present era and its impact on e-commerce industry.
15. Ram, a 20-year-old professional college student from Kerala plans to replace his smartphone. Analyse the key psychological factors that influence the purchase decision.
16. A reputed interior design company have introduced virtual assistant feature for their customers. Design an innovative promotion mix targeting tech-savvy urban consumers in India.

(3×12=36)



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**Third Semester MBA Degree (C.B.C.S.S. – O.B.E.-Regular/Supplementary/
Improvement) Examination, October 2025**

(2023 and 2024 Admissions)

MBMBA03C18 : INFORMATION SYSTEM AND TECHNOLOGY

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks. **(5×4=20)**

1. Present the key features of Executive Information Systems.
2. Distinguish between a data warehouse and a traditional transactional database.
3. List out the characteristics of a cross-functional enterprise system.
4. Summarise the main purpose of the Information Technology Act, 2008 in India.
5. Explain the role of an electronic payment process in an e-commerce transaction.
6. Differentiate between the Internet, Intranet and Extranet based on their user access and purpose.

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. A small business needs to track daily sales and inventory. What type of IS would you recommend, and what would it manage ?
8. A marketing team is planning a new campaign. How can they use Business Analytics to predict the success of different advertising channels ?

P.T.O.



9. Justify the trend toward m-commerce over traditional e-commerce. What factors make mobile a more viable platform for business ?
10. A company experiences a data breach due to a phishing attack. Under what category of IT challenges would this fall and what security measures could have prevented it ?
11. A business is tracking customer browsing habits on its website. How would this practice relate to privacy issues and what ethical considerations must be considered ?

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks. **(3×12=36)**

12. Design a comprehensive e-commerce strategy for a new fashion brand. Include details on the e-business model, key e-commerce processes, and the types of IT systems required.
 13. Create a detailed case study outlining how a fictional company used Big Data and Business Analytics to identify a new market opportunity and develop a new product. Describe the data sources, the analytical process, and the outcomes.
 14. Formulate a plan for implementing a new CRM system for a hotel chain. Describe the key features you would include and how it would improve the customer experience from booking to post-stay feedback.
 15. Formulate a global IT strategy for a new software company expanding into Europe and Asia. Address the cultural, political and geoeconomic challenges you would anticipate.
 16. A company is experiencing a high turnover rate. How can a Human Resource Information System (HRIS) be used to analyse this problem and suggest potential solutions ?
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MBMBA03C17 : BUSINESS LAW

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks. **(5×4=20)**

1. Distinguish between an express contract and an implied contract.
2. Enumerate the different types of void agreements.
3. List the essentials of a valid sale.
4. Summarise the essential components of a bill of exchange.
5. Give four examples of unfair trade practices.
6. Enlist the key features of a valid offer.

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. "Sale is an executed contract, but an agreement to sale is an executory contract". Discuss and illustrate.
8. Specify the essential elements of a promissory note.
9. Write notes on :
 - a) Doctrine of Ultra-vires.
 - b) Ombudsman.

P.T.O.



10. Discuss the legal effects of Articles of Association between
 - a) Members of a company.
 - b) Company and outsiders.
11. Summarise the role of the Central Consumer Protection Council.

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks. **(3×12=36)**

12. Discuss the legal remedies available to the aggrieved party in case of a breach of contract.
 13. Discuss the essentials of a valid consideration with illustrations.
 14. "A contract without consideration is void". Are there any exceptions to this rule ? If so, explain.
 15.
 - a) Elucidate the characteristics of a company.
 - b) Distinguish between a public company and a private company.
 16.
 - a) The promoters of a company, before its incorporation, enter into an agreement with 'X' to buy a capital equipment on behalf of the company. After incorporation, the company refuses to buy the said equipment. Has 'X' any remedy either against the promoters or against the company ?
 - b) 'X' agreed to sell 'Y' hundred bags of rice out of five hundred bags lying in his godown for ₹ 25,000. The rice is completely destroyed by fire. Can 'Y' compel 'X' to supply the rice as per the agreement ? Why ?
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(2023 and 2024 Admissions)

MBMBA03C16 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **four** marks. **(5×4=20)**

1. Distinguish between logistics and supply chain management.
2. Explain the relevance of capacity optimization.
3. List the advantages of Inland transportation.
4. Enlist the uses of Universal Product Codes (UPC).
5. Summarize the functions of the 'Inland Container Depot'.
6. Name four top third-party logistics firms in India.

SECTION – B

Answer **any three** questions. **Each** question carries **eight** marks. **(3×8=24)**

7. Describe the dimensions of facility decision in the supply chain of pharmaceutical company.
8. Suggest the measures to improve sourcing decision for a mobile phone manufacturer.
9. Write notes on :
 - a) Cross Docking
 - b) RFID.

P.T.O.



10. Differentiate between consumer packaging and transfer packaging.
11. Elucidate the benefits and challenges of containerization.

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks. **(3×12=36)**

12. Elucidate the dimensions of capacity management from the perspective of a soft drinks manufacturer.
 13. Present the key components of GSI standards.
 14. "Multi-modal transportation has a strategic role in the present era". Justify.
 15. Describe the key functions of a Container Fright Station (CFS).
 16. Discuss the relationship between competitive strategy and supply chain strategy from the perspective of an organized retail chain.
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